

## eBCM-VET Need Analysis Partners Summarys

<b>TABLE 1: Main VET needs</b>	<b>Study programme</b>	<b>Descriptions</b>	<b>Group specific considerations</b>	<b>Country specific considerations and comments</b>
<b>Basic information of eBusiness, nature and trends</b> (definition / descriptions)	- The eBusiness concept, communication and competitive forces	General introduction of eBusiness, the factors driving the change process, communication means and methods between business partners, internally and externally and eBusiness competitive forces (eBCM: BUSINESS ASSETS & DRIVING FORCES)	Management and employees	
	- Roles and responsibilities of companies and employees	General information of the new "playground" of business, the new value networks and the requirements to its workforce (eBCM: BUSINESS ASSETS, ENABLERS AND DRIVING FORCES)	Management and employees	
	- Recognizing the right timing for a company to enter eBusiness – technology, sector, people	General guidance for managers in recognizing the opportunities and threats to own business (eBCM: DRIVING FORCES)	Management	
	- ICT / eBusiness implementation process	General guidance (checklist) for managers when implementing new ICT systems and how to start eBusiness (eBCM: CORE and ADJACENT ELEMENTS)	Management	
<b>The new workplace – benefits, challenges, hindrances and opportunities</b> (eBCM: CORE)	<b>Mindset</b>			
	- General Computer training	(not to be included)		
	- Benefits and opportunities	Brief description of the various advantages of eBusiness (Less manual data entry work, less errors, faster transactions, shorter response time to market, better transparency, less investment in stock, service accuracy, better information accessibility, increased value of a knowledge worker) (eBCM: CORE/MOTIVATION)	Management and employees	Estonia: The approach in eBCM CORE training (The new workplace) should be a very practical module -convince people to use IT
	- Challenges and hindrances	To describe the new working environment and the challenges facing. Suggestions on how to cope with those challenges and the hindrances. Special focus on employees' self-esteem and motivation (eBCM: AWARENESS AND MOTIVATION)	Management and employees	Romania: Integration and interoperability with other businesses and e-government applications – it should be explained that migration to e-business does not only represent a source of advantages but it is also a necessity, if they want to be "on the market" they have to adopt e-business practices and technology
- The impact of errors	Describe the importance of accuracy and correctness of communication and data. Demonstration of case studies (eBCM: AWARENESS)	Management and employees		

- Continuous learning, methods and information access	Guidance and references in how to maintain ones knowledge and awareness about eBusiness (eBCM: KNOWLEDGE)	Management and employees	Local reference for SMEs
- ICT "survival" knowledge, how to manage own systems	A general description of ICT systems, the critical functional elements and actions recommended in case of an error (a check-list) (eBCM: KNOWLEDGE)	Management	Estonia: Business advantages and competition benefits have to be presented
- The necessity to coordinate and synchronize	Generally describe the value and necessity to harmonize methods and content (eBCM: COOPERATION AND COORDINATION)	Management and employees	Estonia: It is again very practical work flow description
- Change management, employee's motivation, human relation management performance management	Describe the main aspects of change management, the best practice, necessary dedication and resources (eBCM: AWARENESS AND MOTIVATION)	Management	
<b>Agreement</b>			
- Laws and regulations, employee responsibility to know them	Provide simple guidance on basic international laws and regulations concerning eBusiness, the corporate/management responsibility, how to access more information and maintain awareness (eBCM: LAWS AND REGULATIONS)	Management and employees	
- Standards	Description of main standards used in eBusiness and standardization aspects (eBCM: STANDARDS)	Management and employees	
- Contracts	Description of a generic eBusiness contract and the necessity of documenting business partners responsibilities (eBCM: BUSINESS ASSETS & CONTRACTS)	Management and employees	
<b>Assurance</b>			
- Security as a basis for trust and confidence in eBusiness	General introduction of security issues, the tools used to ensure security and maintaining trust and confidence between business partners (eBCM: ASSURANCE (cluster))	Management and employees	Romania: The issues concerning security matters when working in an e-business environment should be very well represented
<b>Alignment</b>			
- ICT adoption in particular functions and corresponding systems	Description on how ICT and software applications are being integrated into the working environment (eBCM: ADAPTATION AND INTEGRATION)	Management and employees	Estonia: Include information about local eBusiness applications (Enablers); general overview about eBusiness applications which are available in local country and maybe also a little "hands-on" training with some of them
- The value and management of good data	Description of the different data types conveyed between business partners and the value of good quality data (eBCM: CONTENT)	Management and employees	Estonia: Explanations how content is a part of quality system

TABLE 2: Training methods		Descriptions	Group specific considerations	Country specific considerations and comments
Virtual training - web	- Distant learning, virtual support	(proposal: virtual support not to be included as it is out of the scope of the eBCM-VET) To design a virtual training platform for managers and employees to access when learning about eBusiness and when needing guidance or support in their quest for knowledge		
On-site one-to-one training - trainer	- Train an in-house trainer (super-user)	A person-to-person dialogue between a tutor (trainer of trainers) and trainer (super user) about eBusiness matters and employee training methods by utilizing the virtual training platform and handbook		
	- Trainer trains other employees	Trainer (super user) trains the trainees (employees and managers) about eBusiness as described in the training handbook. Emphasis should be put on teaching about own systems and processes		Romania: Trainer of managers needs to be an out-of-house person
Group training	- Classroom training	- Tutor conducts a lecture (or lectures) on eBusiness to supplement one-on-one training		
TABLE 3: Training content, medium and management		Descriptions	Group specific considerations	Country specific considerations and comments
Content	- Degree of complexity	The training material should be written in "layman's" terms, easily understood by people with none ICT based knowledge and experience. A list of commonly terms used in the VET material		
	- Education and training material	(See table 1 "Main VET needs")		
Medium	- Web based	Websites that can be published in all major browser systems		
	- Printed	Printed manual describing the main topics to cover in the training of managers and employees, general teaching instructions and a "roadmap" through the virtual training platform		
Management	- Duration	The recommended duration of training to cover the material prepared for the pilot		
	- Timing	The timing of training sessions during the week		
	- Frequency	The recommended frequency of training during the training period		